DOCUMENT RESUME

ED 475 122 CE 084 766

TITLE	Office of the 21st Century Workforce. XXI, Fall 2002.
INSTITUTION	Department of Labor, Washington, DC.
PUB DATE	2002-00-00
NOTE	45p.; Accompanies a CD-ROM (not available from ERIC). Photos and some print may not reproduce well.
AVAILABLE FROM	For full text: http://www.dol.gov/21cw/US_Dept_of_Labor_Fall_02.pdf.
PUB TYPE	Collected Works - Serials (022) -- Opinion Papers (120) -- Reports - Descriptive (141)
JOURNAL CIT	XXI; n2 Fall 2002
EDRS PRICE	EDRS Price MF01/PC02 Plus Postage.
DESCRIPTORS	Accident Prevention; Accidents; Adolescents; Adult Education; Agency Cooperation; *Agency Role; *Compliance (Legal); Computer Uses in Education; Cooperative Planning; Cooperative Programs; Employed Women; Employers; Employment Practices; Employment Services; Entrepreneurship; Federal Legislation; *Federal Regulation; Governance; Guidelines; Human Factors Engineering; Information Sources; Injuries; Internet; *Labor Force Development; Labor Standards; Linking Agents; *Occupational Safety and Health; Online Courses; Online Systems; Postsecondary Education; Private Sector; Public Agencies; Public Policy; Public Sector; Recruitment; Rescue; Retirement Benefits; Safety; Safety Education; Training; Web Based Instruction; Work Environment; Youth Employment
IDENTIFIERS	*Department of Labor; *Government Business Cooperation; Job Fairs

ABSTRACT

This document presents information on the U.S. Department of Labor's activities in the following topics areas: developing a skilled workforce; keeping workers safe; building workforce security; and connecting workers with jobs. The following items are included: (1) a discussion by the president and chief executive officer of Cisco Systems, Inc., of the key role of electronic learning in preparing students and workers for the 21st century workplace; (2) a description of the activities of DOL's Mine Safety and Health Administration during the rescue of the nine coal miners trapped in Pennsylvania in 2002; (3) workplace guidelines for repetitive motion injuries; (4) an overview of the YouthRules! program, which is designed to educate young workers, parents, and employers about workplace hazards, labor rules, and the importance of education and skills development; (5) descriptions of recent legislation to reform corporate governance; (6) descriptions of DOL activities to reform retirement savings policy and practice; (7) descriptions of DOL activities and DOL resources to help employers comply with federal regulations and laws; (8) descriptions of selected DOL activities to help employers find suitable employees and help U.S. citizens access available government benefits; (9) a discussion of entrepreneurship among women; and (10) lists of the members of the President's Council on the 21st Century Workforce and its committees. (MN)

Reproductions supplied by EDRS are the best that can be made
from the original document.

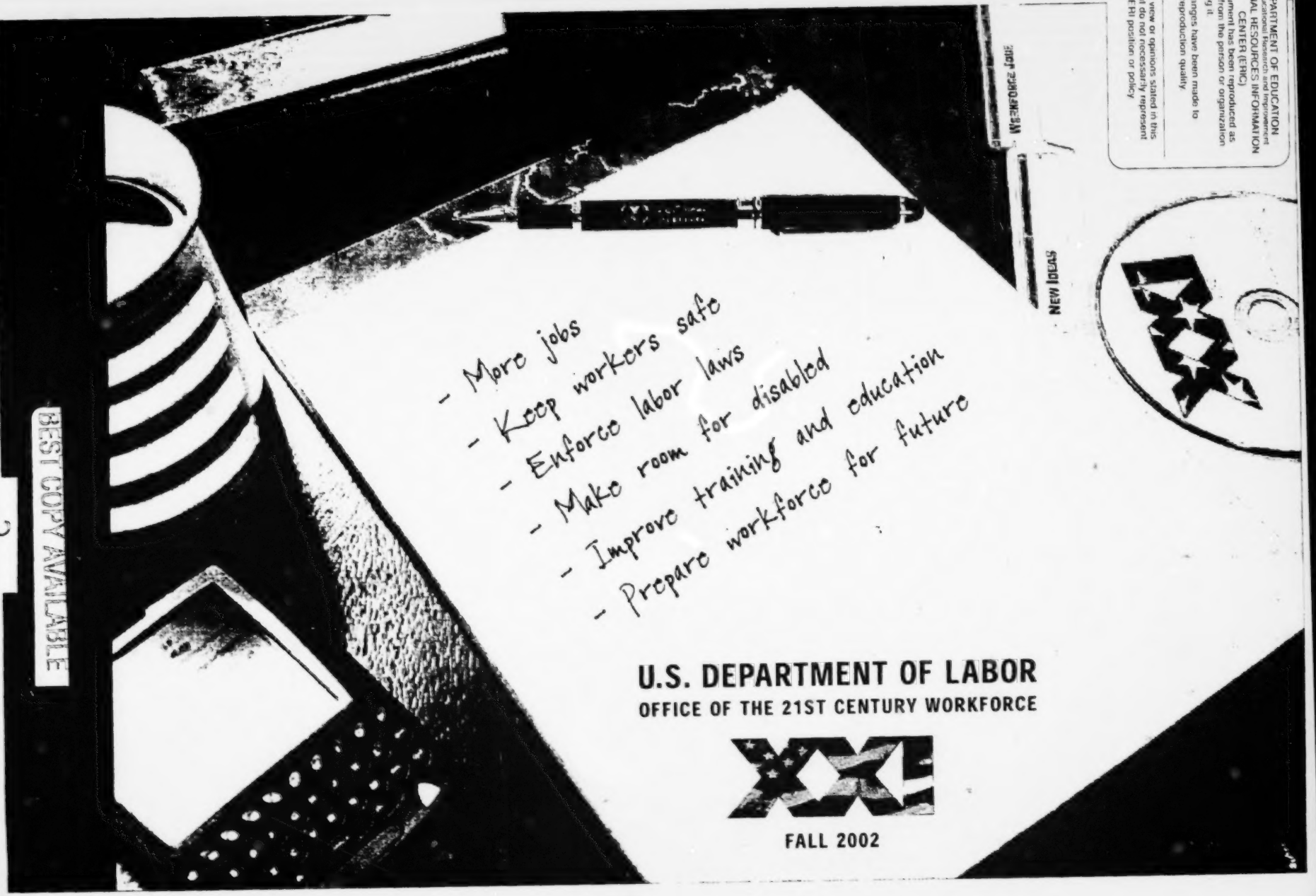
ED 475 122

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

Minor changes have been made to improve reproduction quality.

Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.


- More jobs
- Keep workers safe
- Enforce labor laws
- Make room for disabled
- Improve training and education
- Prepare workforce for future
NEW IDEAS
U.S. DEPARTMENT OF LABOR
OFFICE OF THE 21ST CENTURY WORKFORCE
FALL 2002

BEST COPY AVAILABLE

2

BEST COPY AVAILABLE

The attached CD ROM includes an extensive array of resources for the 21st century workforce initiative including webcasts, directories, fact sheets and links to information available online. Simply insert the cd into your computer and all of these resources will be at your fingertips.

4

BEST COPY AVAILABLE

Table of Contents

The Department of Labor Making A Difference...

★ MESSAGE FROM U.S. SECRETARY OF LABOR ELAINE L. CHAO ..... *Foreword*

★ MESSAGE FROM JOHN T. CHAMBERS, PRESIDENT AND CHIEF EXECUTIVE OFFICER, CISCO SYSTEMS, INC. 2

Keeping Workers Safe...

★ THEIR FINEST HOUR: DEPARTMENT OF LABOR MINE RESCUE BRINGS OUT THE BEST 4

★ TARGET ERGONOMICS: WORKPLACE GUIDELINES FOR REPETITIVE MOTION INJURIES 8

★ CAUTION: TEENS AT WORK — YOUTHRULES! PROMOTES SAFE WORK EXPERIENCES 14

Building Workforce Security...

★ RENEWING OUR CONFIDENCE: CORPORATE GOVERNANCE ON CENTER STAGE 18

★ SAVING FOR A LIFETIME: CHOICE, CONFIDENCE AND CONTROL FOR AMERICAN WORKERS 20

★ COOL LOOK AT A HOT TOPIC: REACHING OUT WITH COMPLIANCE ASSISTANCE 24

Joining Up for Jobs...

★ JOBFEST DC ROCKS WASHINGTON 28

★ HELP FINDING HELP: LABOR DEPARTMENT AND HOME DEPOT PARTNERSHIP FOR JOBS 30

★ INFORMATION PLEASE: E-GOVERNMENT CONNECTS TO BENEFITS MAZE 32

And Looking Ahead...

★ ALL SYSTEMS GO: WOMEN ENTREPRENEURSHIP TAKES OFF 34

★ TAKING A SEAT AT THE TABLE: PRESIDENT'S COUNCIL ON 21ST CENTURY WORKFORCE GETS DOWN TO BUSINESS 38

Jobs Will Go to the Best Educated Workforce

by John T. Chambers
President and CEO, Cisco Systems, Inc.

Source: Cisco Photo

I was honored to serve on the "Education and the Workforce" panel with Secretary Chao and Secretary Paige at President Bush's Economic Summit in Texas this August. Education is one of the most vital tools for our current and future workforce. I often say that the Internet and education are the two equalizers in life, and listening to Secretaries Chao and Paige that day, as well as the other panelists, further confirmed my thoughts.

Cisco Systems was founded in the late 1980s by a husband-and-wife team at Stanford University. Today, Cisco employs more than 35,000 people all over the world. To me, this demonstrates the potential of education. Stanford University trains the best engineering and entrepreneurial minds and allows them to hone their ideas and build their dreams. Much the same has occurred in Massachusetts, Texas, Washington, and at other university centers around the nation. University centers are the hub for innovation, which, in turn, creates jobs. That circle is repeatable, but it must be nurtured at the earliest stages.

BEST COPY AVAILABLE

So I truly believe that wherever the best educated workforce is, the jobs will follow. Those jobs could be in Palo Alto or Austin or Boston, but they could also be in Seoul, Beijing, London, Moscow, Bangalore or Tokyo. We are clearly in a global economy. We must also recognize that we are in a global job market. Historically, people move to areas where the best jobs are. With high-speed, always-on Internet connectivity or broadband, we are seeing that it is now very easy for the jobs to go where the best workforce is. With broadband also comes higher worker productivity. Cisco supplies home broadband access to its employees because if that employee works even an extra hour a month, that broadband connection has paid for itself. We have found that most employees put in an extra hour a day! I challenge the government and all of industry to follow this model. If worker productivity increases at 2-5% a year, instead of 1%, we can double our standard of living in half (or a fifth) of the time.

This is one of the reasons why Cisco, along with our sister TechNet companies, has called for high-speed broadband connectivity to all Americans by the end of this decade[1]. It is imperative that the government get behind this. The Labor Department will also be interested in a recent study that estimates that 1.2 million new, permanent jobs would be created if a nationwide broadband network were implemented[2].

"We must all work together to achieve our economic goals—government, educational institutions, business, unions and workers."

—John T. Chambers

We also have to focus on the U.S. K-12 education system in order to make sure we keep the jobs of the future at home. Our university system is second to none, but when our eighth-grade students' world rankings are 18th and 19th in math and science[3], respectively, it is apparent that we must improve in order to maintain and grow our economic position.

We all must work together to achieve our economic goals-government, educational institutions, business, unions and workers. We must have accountability and we must have results. I think that the Congress's passage of the Administration's "No Child Left Behind" Act is an important step in the right direction, but equally important we must make sure that "no American worker is left behind."

Our Cisco Networking Academy Program[4] illustrates the power of the Internet and education. It is a global e-learning program offering students an opportunity to pursue IT curricula through online instructor-led training and hands-on laboratory exercises. This is the largest e-learning system in the world and it shows that a motivated learner is hungry for the tools that will train them for the workforce of the future.

We must give our students and workers a chance. E-learning can change the education process forever, so we must implement more online learning opportunities for workers who cannot take time off from their jobs to retrain for new, higher-paying jobs. Further, the productivity increases that can be realized by giving your trusted and valuable workers the ability to work at home are collectively enormous. The American workforce is the best and most productive in the world, and we must ensure that is the case for decades to come. The Internet and education will help us toward that end.

---

1 TechNet Report: "A National Imperative: Universal Availability of Broadband by 2010" - http://www.technet.org/news/newsreleases/2002-01-15.64.pdf (Adobe file)

2 "Building a Nationwide Broadband Network: Speeding Job Growth", by Stephen B. Pociask, TeleNomic Research, LLC - February 25, 2002, http://www.newmillennlumresearch.org/event-02-25-2002/jobspaper.pdf (Adobe file)

3 Third International Mathematics and Science Study (TIMSS) - http://nces.ed.gov/timss/timss-r/index.asp

4 Cisco Networking Academy Program - http://cisco.netacad.net/

The opinions expressed here are those of the author and may not reflect the official view of the U.S. Department of Labor.

BEST COPY AVAILABLE

OFFICE OF THE 21ST CENTURY WORKFORCE
U.S. Department of Labor
THEIR FINEST HOUR

DEPARTMENT OF LABOR MINE RESCUE BRINGS OUT THE BEST

"I am overjoyed that the nine miners are rescued and in good health. My best wishes go to the miners and their families who have endured so much. I also want to extend my heartfelt thanks and congratulations to the men and women of the Mine Safety and Health Administration who helped lead the mine rescue efforts. The accident at Quecreek was one of those worst-case scenarios that the mining community works so hard to prevent. The ultimate happy ending proved the value of decades of investment in mine safety techniques. The training of the miners, combined with the preparedness of both the private and government employees involved in the rescue effort, helped to bring about this successful outcome."

—U.S. Secretary of Labor Elaine L. Chao.

Source: KRT Photo, Laurence Kesterson

Source: Reuters Photo

Source: BlackStar Photos, Owen Mitchell

From the Ground Up

It was a nightmare with a happy ending. On July 24, nine miners with the Black Wolf Coal Company were working in the Quecreek Mine in Somerset County, Pennsylvania when they drilled through a wall into an abandoned mine, unleashing millions of gallons of water. The area of entrapment was approximately 240 feet underground and 1.5 miles from the mine entrance. After being trapped for three days, all were saved in a drama that captivated the nation.

The U.S. Department of Labor's Mine Safety and Health Administration (MSHA) led the rescue effort, using water pumps to stem the flooding, while a small air shaft and two larger escape shafts were drilled. It was a demonstration of American technology and know-how saluted by President Bush: "I believe that what took place here in Pennsylvania really represents the best of our country. There are nine lives here to testify that we are some of the best at rescuing our fellow citizens."

Finding Out Why

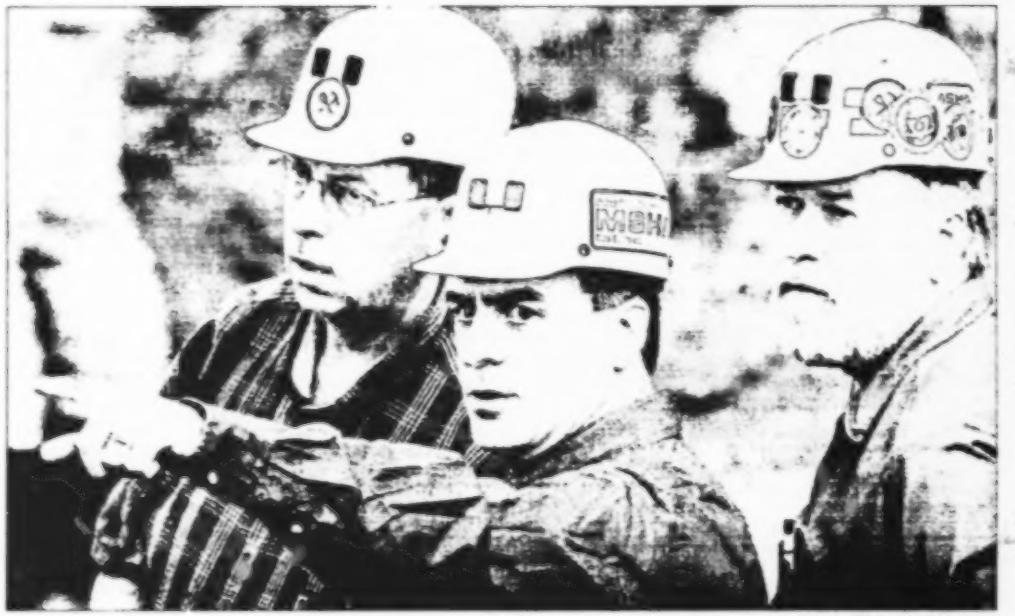
MSHA has now begun its investigation of the underground flood at Quecreek, as well as launching a national project to identify old mines, review mine maps, and explore technological innovations, regulations and practices which will prevent these incidents in the future. "Our investigation will determine the root cause of the Quecreek accident," said Assistant Secretary of Labor for Mine Safety and Health Dave Lauriski. "The purpose of the investigation, along with the other steps we are taking, is to find ways to prevent a recurrence. We're going all-out to keep this from happening elsewhere. Team members will contribute expertise in a range of mine safety specialties in order to assemble a complete picture of what took place." In 2001, MSHA responded to 783 mine safety and health complaints, and as a result many safety and health hazards were detected and corrected.

Looking Ahead

MSHA's goal now is to improve on that record by:

- Establishing a task force to review the availability, accuracy and quality of old mine maps;
- Holding a technical symposium with representatives from academia, mine operators and manufacturers on methods to accurately identify the extent and perimeter of closed mining operations; and
- Reviewing existing federal mine safety standards and practices designed to prevent mine inundations.

MSHA accident investigators will closely examine Quecreek mine records and maps, interview individuals who may have information relevant to the cause of the accident, and collect and review applicable physical evidence. After reviewing all of the information collected, the MSHA team will prepare a detailed report that will be made available to the mining industry and the public. In line with past practices, MSHA investigators will work cooperatively and share information with investigators from the Pennsylvania Bureau of Deep Mine Safety, which also is investigating the accident.



Source: AFP Photo by Steve Helber

"The Quecreek rescue was a tremendous partnership effort by Black Wolf Coal Company personnel, the miners themselves, federal, state and local officials and many others. We need the same kind of partnership to prevent similar accidents in the future," said Lauriski.

HOTLINE

MSHA maintains a 24-hour hotline for safety and health complaints at **(800) 748-1554**. Complaints can also be made in person, by telephone to a local MSHA district office, by e-mail or in writing.

Recognizing and responding promptly to all safety and health complaints is part of MSHA Assistant Secretary Lauriski's 15/50 goal to reduce the number of coal mine fatalities by 15 percent per year over the next four years, and reduce the non-fatal days-lost accident incident rate by 50 percent over the same period.

No matter who makes the complaint or how it is received, any complaint about a safety or health concern in MSHA's jurisdiction is taken seriously. If the complaint provides enough information to identify the location and the hazard of concern, it will be promptly investigated.

Target Ergonomics

Workplace Guidelines for Repetitive Motion Injuries

BEST COPY AVAILABLE

11

1 2 3 4 5 6 7 [8] 9 10

"Ergonomics has long been a highly charged and controversial subject on which people have strongly held and, in many cases, diametrically opposed points of view. But it need not be that way if we agree that our ultimate goal is to protect workers as quickly and effectively as possible. I am confident that our comprehensive plan on ergonomics will achieve the goal of protecting workers with musculoskeletal injuries, with quick, lasting results. In fact, our plan goes much further than the old rejected ergonomics rule by seeking to prevent injuries before they occur and by having the capacity to protect a much broader range of workers who are at risk. It protects real workers in real workplaces, starting now."

—U.S. Secretary of Labor Elaine L. Chao

Number of occupational injuries and illnesses (in 1,000s) involving time away from work for selected occupations, 1994-2000

	1994	1995	1996	1997	1998	1999	2000
Total cases	**2,236.6**	**2,040.9**	**1,880.5**	**1,833.4**	**1,730.5**	**1,702.5**	**1,664.0**
Truck drivers	163.8	151.3	152.8	145.5	131.8	141.1	136.1
Laborers, nonconstruction	147.3	115.5	108.5	106.9	97.2	89.1	87.0
Nursing aides, orderlies	101.8	100.6	93.6	91.3	84.1	75.7	74.2
Construction laborers	55.7	43.5	43.7	45.8	44.1	46.5	45.4
Janitors and cleaners	60.6	52.6	46.9	45.8	44.2	43.4	40.7
Assemblers	53.0	55.5	44.0	44.3	43.3	40.0	38.9
Carpenters	37.4	35.0	33.5	37.1	33.0	35.0	38.3
Cooks	36.3	35.4	30.7	31.5	28.5	28.0	27.8
Cashiers	35.6	30.2	30.9	25.9	26.1	22.8	26.9
Registered nurses	29.6	27.8	28.9	27.3	25.0	25.7	24.5

Source: Bureau of Labor Statistics

In April 2002, the Occupational Safety and Health Administration (OSHA) unveiled a comprehensive plan to reduce musculoskeletal injuries through a combination of industry-targeted ergonomic guidelines, tough enforcement measures, workplace outreach, practical research, and dedicated efforts to protect Hispanic and other immigrant workers. "Musculoskeletal disorders (MSDs) are serious injuries, and we are committed to reducing the pain and suffering that occur from these workplace injuries," said OSHA Administrator John Henshaw. "This comprehensive plan is the best approach to achieve immediate results."

The new plan reflects input from a wide range of stakeholders, including union members, medical experts, safety and health professionals, and businesses. In 2001, the Department of Labor conducted three major public forums around the country and met with scores of stakeholders, collecting hundreds of sets of written comments and taking testimony from 100 speakers. OSHA evaluated the comments and recommendations, studied the options, and researched the alternatives.

Guidelines Show the Way

OSHA is working with various stakeholders to develop industry- and task-specific guidelines that ensure prevention, flexibility, and feasibility. OSHA is targeting industries and tasks where the agency can have the quickest and most effective results. The agency launched its efforts by focusing on industries and tasks associated with ergonomic injuries for which successful strategies are known. For instance, industry-specific guidelines to reduce ergonomic-related injuries and illnesses are being developed to protect workers in nursing homes, grocery stores, and poultry processing facilities. "Real life solutions come from real-life experience," says Henshaw. "This approach offers employers and workers the flexibility they need to tailor recommendations and best practices to their workplaces in order to reduce injuries. We know that one size does not fit all."

Number of occupational injuries and illnesses (in 1,000s) involving time away from work by selected nature of injury and illness, 1994-2000

	1994	1995	1996	1997	1998	1999	2000
Total cases	**2,236.6**	**2,040.9**	**1,880.5**	**1,833.4**	**1,730.5**	**1,702.5**	**1,664.0**
Sprains, strains	963.5	876.8	819.7	799.0	760.0	739.7	728.2
Bruises, contusions	212.0	192.1	174.9	165.8	153.1	156.0	151.7
Cuts, lacerations	164.6	153.2	133.2	133.6	137.6	132.4	121.3
Fractures	138.5	124.6	120.5	119.5	115.4	113.7	116.7
Back pain	62.2	59.0	52.0	48.7	42.4	43.2	46.1
Carpal tunnel syndrome	38.3	31.5	29.9	29.2	26.3	27.9	27.7
Heat burns	37.3	36.1	29.0	30.0	28.4	27.1	24.3
Tendonitis	25.2	22.1	17.4	18.0	16.9	16.6	14.4
Amputations	12.2	11.3	10.2	10.9	10.2	10.0	9.7
Chemical burns	16.5	13.9	11.6	12.2	11.7	11.6	9.4

Source: Bureau of Labor Statistics

Enforcement Remains Key

The Department of Labor has developed an ergonomics enforcement plan that coordinates inspections with a legal strategy designed for successful prosecution. This enforcement plan places special emphasis on industries with demonstrable, serious ergonomic injuries. DOL attorneys will build on the Department's successful ergonomics litigation in the *Beverly* case. In addition, the agency is creating a national ergonomics coordinating team working closely with DOL attorneys and ergonomic experts to "crack down on bad actors."

Compliance Assistance Is The Touchstone

OSHA is offering assistance to workers and businesses, particularly small businesses, to help them address ergonomics in the workplace. The agency is offering advice and training on the industry- and task-specific guidelines it develops, and help in

(cont.)

What's Going On Here?

FREQUENTLY ASKED QUESTIONS ON ERGONOMICS

What exactly is an "ergonomic injury"?

Ergonomic injuries often are described by the term "musculoskeletal disorders" or MSDs. This refers to injuries and illnesses that affect the musculoskeletal system. There is no single diagnosis for MSDs. There are a wide variety of opinions on how OSHA should define an ergonomic injury. The definition depends on the context. As OSHA develops guidance material for specific industries, the agency may refine the definition as appropriate to address the specific workplace hazards covered.

Are all MSDs work-related?

No. MSDs can and do develop outside the workplace. Determining whether any particular MSD is work-related may require an in-depth analysis of the patient and the injury, thorough medical examinations, and an assessment of factors on and off the job that may have caused or contributed to the MSD.

How do you expect OSHA's guidelines to reduce injuries and illnesses related to MSDs?

Injuries and illnesses related to MSDs have declined steadily during the last 10 years, even without a regulation addressing them. Guidelines such as OSHA's meatpacking guidelines and voluntary industry efforts have been successful in reducing injury and illness rates. For example, on a national basis, lost workday rates for carpal tunnel injuries declined 29 percent from 1992 to 1999. Similarly, rates for strains and sprains with days away from work have declined by 39 percent, and rates for back injuries have dropped 45 percent. OSHA expects that industry- or task-specific guidelines will reduce injuries and illnesses further.

What is a guideline and how does it differ from a standard?

A guideline is a tool to help employers recognize and control hazards. Failure to implement a guideline is not itself a violation of the General Duty Clause of the Occupational Safety and Health Act. Guidelines that OSHA develops will help employers identify ergonomic hazards in their workplaces and implement feasible measures to control them. Guidelines are more flexible than standards. They can be developed quickly and can be changed easily as new information becomes available with scientific advances. Guidelines make it easier for employers to adopt innovative programs to suit their workplaces, rather than inflexible, one-size-fits-all solutions to issues that may be unique to the industry, facility or affected workers.

What if I am an employer in an industry for which OSHA does not develop industry-specific guidelines?

Even if OSHA does not develop guidelines specific to your industry, you should develop or adapt your own method to identify and control ergonomic hazards. Employers still have an obligation to keep the workplace free from recognized serious hazards, including ergonomic hazards. OSHA will cite for ergonomic hazards under the General Duty Clause or issue ergonomic hazard letters where appropriate as part of its overall enforcement program.

What does OSHA's enforcement program entail?

OSHA conducts inspections for ergonomic hazards and issues citations under the General Duty Clause, as well as ergonomic hazard alert letters. The agency will conduct follow-up inspections or investigations within 12 months on certain employers who receive ergonomic hazard alert letters. OSHA conducts specialized training of appropriate staff on ergonomic hazards and abatement methods, and has designated 10 regional ergonomic coordinators for enforcement and outreach.

(cont.)

FREQUENTLY ASKED QUESTIONS ON ERGONOMICS (Continued)

What Assistance Does OSHA Provide?

OSHA offers a variety of compliance assistance and outreach tools to help employers prevent and reduce injuries and illnesses in the workplace. The OSHA website, www.osha.gov, provides public access to OSHA and information on all OSHA activities and programs, including cooperative programs, compliance assistance tools, and pages devoted to small business issues, workers' rights, special events, news publications and videos and more. Features of the site include:

OSHA Quick Takes - This new OSHA e-memo provides timely information about agency activities to assist employers and others in making decisions about job safety and health issues.

Spanish Web Page - A Spanish version of essential information is available on the OSHA web page.

OSHA Call line - Employers and employees can call 1 800-321-OSHA for information and assistance 24 hours a day. Spanish-speaking operators are available to callers between 8 a.m. and 4:30 p.m.

What Education and Training Does OSHA Offer?

The OSHA Training Institute (OTI) Education Centers, located throughout the country, offer the public 15 courses. OSHA awards training grants to nonprofit organizations to provide safety and health training and education and other services to employers and workers.

The Outreach Training Program authorizes individuals who complete a one-week OSHA trainer course to teach 10-hour and 30-hour courses in construction and general industry safety and health standards OSHA also presents satellite broadcasts and simultaneous webcasts on new rules such as the new record-keeping rule. Nearly 3,200 sites around the country received the public satellite broadcast on the rule, more than 1,000 viewers logged in via the Internet, and about 1,000 viewers log on to OSHA's website each week to see the program.

What Consultation and Cooperative Programs Does OSHA Offer?

State-run onsite consultation programs help small businesses - particularly those in high-hazard industries or involved in hazardous operations - meet their obligations under the Act and federal and state standards. Consultants provide the expertise at no cost to the employer.

Voluntary Protection Programs (VPP) are characterized by challenging, performance-based participation requirements that include rigorous onsite evaluation by expert OSHA teams to verify site performance initially and then periodically thereafter. The focus is on comprehensive safety and health management systems that go well beyond OSHA standards. VPP participants report dramatic reductions in workers' compensation costs, reduced absenteeism and worker turnover, improved employee morale, and increased productivity and product quality.

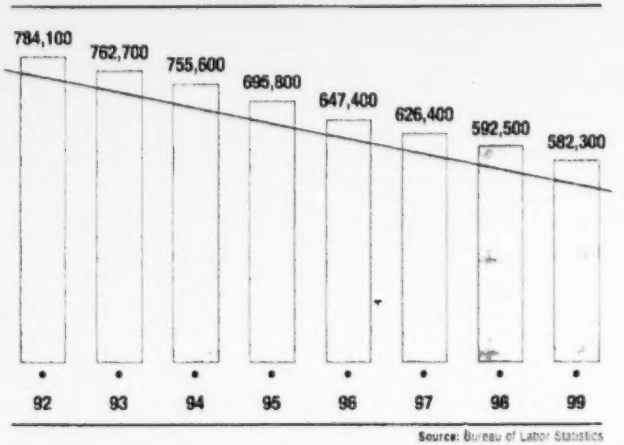
The Strategic Partnership Program (OSPP) expands worker protection by bringing together employers, employer groups, employees or their unions, and OSHA to address specific safety and health issues. The agreement between partners may be local, regional, or national in scope. The partnerships set measurable goals and individual responsibilities, specify action plans and measurement systems, and provide procedures for verifying results. In addition to addressing individual partnership goals, the OSPP helps transform the traditional, often adversarial relationship between regulator and regulated to one of cooperative skills and expertise sharing to achieve safe and healthy workplaces.

The Alliances program enables employers, employees, labor organizations, trade or professional organizations, educational institutions, and government agencies that share an interest in workplace safety and health to begin to collaborate with OSHA. Many of these organizations have not previously entered into formal cooperative relationships with OSHA and are not ready for more structured relationships such as partnerships or recognition programs. There are three types of Alliances: training and education, outreach and communication, and promotion of national dialogue on health and safety issues.

Compliance assistance specialists in each OSHA area office respond to requests for help from a variety of groups, including small businesses, trade associations, union locals, and community and faith-based groups. They are also available for seminars, workshops and speaking events.

developing an effective ergonomics program. In addition, OSHA is providing materials on its website, **www.osha.gov**, to support development of ergonomic training materials and training sessions and make ergonomics training available through 12 OSHA Education Centers nationwide. Finally, the agency is providing its compliance officers with training on ergonomic hazards and abatement methods. OSHA has designated 10 regional ergonomics coordinators who are involved in enforcement, outreach, and assistance.

Building On Proven Success: Decline on Ergonomic-Related Injuries Involving Days Away from Work, 1992-1999



Source: Bureau of Labor Statistics

Hispanic Outreach

As part of the Department of Labor's cross-agency commitment to protecting immigrant workers, especially those with limited English proficiency, the ergonomics plan includes a specialized focus to help Hispanic and other immigrant workers, many of whom work in industries with high ergonomic hazard rates. OSHA's toll-free telephone number for emergency reporting by Spanish-speaking individuals is 800-321-OSHA.

Good Research Means Good Results

The new plan includes an important research component, seeking the best available science on ergonomics. Information from the National Academy of Sciences and from OSHA's ergonomics forums make it clear that many gaps remain in our understanding of ergonomic injuries and illnesses, their causes and pathologies, and the best approaches to preventing and treating them. OSHA is establishing a new national advisory committee representing a broad range of experts to advise the agency on priorities for further ergonomics research and effective prevention techniques. In concert with the National Institute for Occupational Safety and Health (NIOSH), the committee will help OSHA serve as a catalyst to expand current research on the subject.

Looking Ahead

As OSHA Administrator Henshaw recently noted, "Bureau of Labor Statistics data shows that musculoskeletal disorders are already on the decline. This plan is designed to accelerate that decline as quickly as possible. Thousands of employers are already working to reduce ergonomic risks without government mandates. We want to work with them to continuously improve workplace safety and health. We will go after the bad actors who refuse to take care of their workers." Secretary Chao endorses that point of view: "I truly believe that most employers want to do the right thing by their employees. Some companies already invest large sums of money in tools and technologies that help prevent ergonomic injuries. But to those employers who stubbornly refuse to safeguard their workers from identifiable, work-related ergonomic hazards, I have a word of warning: Our law defends the safety and health of every worker, and we will enforce that law." ■

CAUTION: TEENS AT WORK

YouthRules! Promotes Safe Work Experiences

"I *am excited to announce the launch of YouthRules! We must spread the word among teens, parents, educators and employers that young workers deserve and demand a safe and rewarding work experience."*

– U.S. Secretary of Labor Elaine L. Chao.

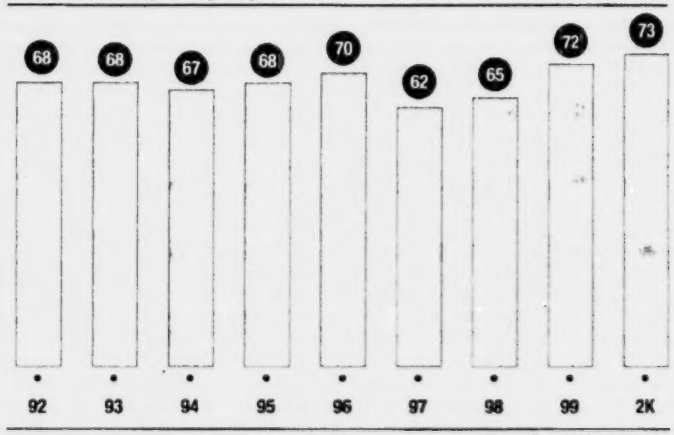
Today's young people will be the workforce of the 21st century - and one of the priorities of the U.S. Department of Labor (DOL) is to assist America's youth in preparing to enter that workforce. On May 22, 2002, U.S. Secretary of Labor Elaine L. Chao announced YouthRules!, aimed at educating young workers, parents, and employers about workplace hazards, proper hours of work, and the crucial importance of education and skills development. Partners in the program include national employer groups, trade associations, advocacy groups, and state and federal government agencies. YouthRules! partners are working with DOL to develop a variety of tools to educate employers, parents and young workers, such as printed materials, public seminars, and workshops, stories in membership outreach publications, and public service announcements or media programs.

According to DOL's Bureau of Labor Statistics, four million teenagers aged 15 to 17 work during the summer, with as many as 48 percent of 17-year-olds holding summer jobs. While early work experiences are often extremely rewarding—offering excellent opportunities to learn important work skills—they can sometimes be dangerous as well (see chart). In many cases, injuries to youth workers are the result of violations of federal child labor laws. Although the number of child labor violations has generally declined over the past decade, the DOL's Wage and Hour Division nevertheless discovered over 2,000 child labor violations last year.

The most dangerous jobs for teens are mining, driving motor vehicles, and working with power-driven equipment. Occupations in these and other fields are deemed hazardous occupations; federal law requires employees in such occupations to be at least 18 years of age (see chart). The most common jobs for teens are food preparation and service jobs such as cooks, waitstaff, cashiers, and sales positions. These jobs are legally appropriate for under-18 workers, but there are important restrictions on certain hazardous tasks and late hours that employers need to know.

Dying On the Job: Fatal Occupational Injuries to Workers Younger Than 17

A total of 5,915 workers of all ages were killed on the job in 2000–about 16 a day. One teen worker died every fifth day that year.



Source: Bureau of Labor Statistics

DOL is committed to helping young workers enjoy positive employment experiences so important to their career development. The child labor provisions of the Fair Labor Standards Act are intended to ensure that when young people work, they are not jeopardizing their health, well-being or educational opportunities.

Follow the Mouse

To help employers and young workers better understand and comply with the law, DOL recently launched **www.youthrules.dol.gov**. The compliance assistance website educates teens, parents, educators

Source: U.S. Department of Labor

RISKY BUSINESS:

OCCUPATIONS BANNED FOR ALL WORKERS UNDER AGE 18

1. Manufacturing or storing explosives - federal law bans minors working where explosives are manufactured or stored, but permits work in retail stores selling ammunition, gun shops, trap and skeet ranges and police stations;
2. Driving a motor vehicle or work as an outside helper on motor vehicles - under-18 workers may not operate motor vehicles on public roads or work as outside helpers on motor vehicles (except 17-year-olds may drive cars or small trucks during daylight hours for limited times and under strictly limited circumstances).
3. Coal mining - most jobs in coal mining are prohibited;
4. Logging and saw milling - bans most jobs in logging and timbering (including cutting firewood) and in sawmills;
5. Power-driven woodworking machines - bans the operation of most power-driven woodworking equipment;
6. Exposure to radioactive substances and ionizing radiation - bans exposure to radioactive materials;
7. Power-driven hoisting apparatus - bans the operation of most power-driven hoisting apparatuses such as forklifts, non-automatic elevators, bobcats and cranes, including most high-lift trucks, but does not apply to chairlifts at ski resorts nor to electric and pneumatic lifts used to raise cars in garages and gasoline service stations;
8. Power-driven metal-forming, punching and shearing machines - bans the operation of certain power-driven metal-working machines, but permits the use of most machine tools;
9. Mining, other than coal - bans most jobs in mining at metal mines, quarries, aggregate mines, and other mining sites including underground work in mines, working in or about open pit mines, open quarries, and sand and gravel operations;
10. Power-driven meat-processing machines, slaughtering and meatpacking plants - bans the operation of power-driven meat processing machines, such as meat slicers, saws and meat choppers, wherever used (including restaurants and delicatessens);
11. Power-driven bakery machines - bans the operation of power-driven bakery machines such as vertical dough and batter mixers (including most countertop models), dough rollers and dough sheeters. This ban covers such machinery wherever used;
12. Power-driven paper-products machines - bans the operation of power-driven paper products machines, such as scrap paper balers, paper box compactors, and platen-type printing presses. Sixteen- and seventeen-year-olds may load, but not operate or unload, certain scrap paper balers, and paper box compactors under very specific guidelines;
13. Manufacturing of brick, tile and related products - bans most jobs in the manufacture of brick, tile, and similar products;
14. Power-driven circular saws, band saws and guillotine shears - bans the operation of various types of power-driven band and circular saws and guillotine shears, no matter what kind of items are being cut by the saws and shears;
15. Wrecking, demolition and ship-breaking operations - bans most jobs in wrecking, demolition and ship-breaking operations, but does not apply to remodeling or repair work which is not extensive;
16. Roofing operations - bans most jobs in roofing operations, including work performed on the ground and removal of the old roof; and
17. Trenching and excavation operations - bans most jobs in trenching and excavation work, including work in a trench more than four feet deep.

Did you know?

HIGHWAY CRASHES ARE THE LEADING CAUSE OF ALL ON-THE-JOB FATALITIES. FALLS ARE THE SECOND LEADING CAUSE OF WORKPLACE DEATHS, AND HOMICIDES ARE THIRD.

Source: U.S. Department of Labor

and employers about the hours young people can work, the jobs they can do and how to ensure safe work experiences. It provides information on the federal minimum wage and overtime laws, the civil and criminal penalties for wage and child labor violations, and other enforcement remedies. A section of the website also addresses state laws and special rules for agricultural work. As it is, both federal and state laws govern employment of young workers, and when both are applicable, the law with the stricter standard must be obeyed. The website is also linked with the website for the Occupational Safety and Health Administration, **www.osha.gov**, providing detailed information on health and safety standards, compliance assistance, and other materials.

Another resource for young Americans seeking job opportunities is America's Job Bank, **www.ajb.org**, sponsored by DOL's Employment and Training Administration. As the world's largest pool of active job opportunities, America's Job Bank offers young workers a rich resource for finding the right job for their skills and interests.

Young workers are also encouraged to visit "Youth Corner" at **www.doleta.gov** to learn more about the current job market and how to apply for a job—and even get tips for writing a resume. Young workers can also access a range of free employment services at 1,800 One Stop Career Centers across the country. Services for teens include access to career counselors, computers and job-search books. One Stop Career Centers can be found at **www.servicelocator.org**.

Or Pick Up The Phone

Young workers should check in with supervisors to make sure that they know how to do their job safely, and to report safety and health concerns. Two toll free numbers are available to call if a teen believes an employer is violating the law: 1-866-4-USWAGE or 1 800-321-OSHA. More information about child labor laws is also available from the local Wage and Hour Division office listed in the blue pages of your telephone directory, or call 1 866-4US-WAGE (1-886-487-9243). A Wage and Hour compliance tool called the "e-laws Advisor" is available online at **www.dol.gov/elaws/flsa.htm**.

Many successful adults can point to early work experiences that were crucial to their long-term success and professional growth. The U.S. Department of Labor is dedicated to helping make these early experiences as safe and rewarding as possible. With the cooperation of parents, teachers, and communities across the nation, YouthRules! will be an effective and instrumental tool for America's young workers—our 21st century workforce!

OFFICE OF THE 21ST CENTURY WORKFORCE — U.S. Department of Labor
Renewing Our Confidence
RESPONSIBILITY
CORPORATE RESPONSIBILITY

BEST COPY AVAILABLE

CORPORATE GOVERNANCE ON CENTER STAGE

"During the past year, the American economy has faced several sudden challenges, and proven its great resiliency. Terrorists attacked the center and symbol of our prosperity. A recession cost many American workers their jobs. And now corporate corruption has struck at investor confidence, offending the conscience of our nation. Yet, in the aftermath of September 11, we refuse to allow fear to undermine our economy - and we will not allow fraud to undermine it either." - *President George W. Bush.*

With corporate accounting scandals making headlines across the nation, President George W. Bush, U.S. Secretary of Labor Elaine L. Chao and other Administration officials have spoken out against unethical behavior by business executives. At the Department of Labor, the effort has focused on protecting the interests of millions of people who depend on the integrity of corporate leaders for their retirement benefits. "When a company fails, people lose jobs, health care benefits and their long-term retirement security. When lack of corporate responsibility results in malfeasance and a sacrifice of worker pensions, that is my responsibility. The CEO and corporation leadership must be held more accountable." said Secretary Chao.

On July 30, 2002, President Bush signed the Public Company Accounting Reform and Investor Protection Act, creating tough new laws to deter and punish corporate and accounting fraud, and protect the interests of workers and shareholders alike. The bill improves the quality of financial reporting, independent audits, and accounting services for public companies, bars company insiders from selling stock during "blackout" periods when employees are unable to make changes to their 401(k) plans, and provides employees with 30 days notice of a blackout period which commonly occurs when a plan changes administrators.

In signing the bill, President Bush said, "America's system of free enterprise, with all its risks and all its rewards, is a strength of our country and a model for the free world. Yet free markets are not a jungle in which only the unscrupulous survive, or a financial free-for-all guided only by greed. The fundamentals of a free market - buying and selling, saving and investing - require clear rules and confidence in basic fairness."

Secretary Chao affirmed the President's views: "We want the financial markets to accurately reflect the economic activities of corporations in this country. We want public statements to be true and accurate. We want corporate leaders to be accountable to their shareholders, to their employees, and to their various stakeholders.

"We must strike at the very heart of greed, deception and fraud. We must mandate clarity and transparency in key business practices. We must ensure better, clearer information for investors. We must establish a stronger, more independent audit system. And we must insist that CEOs personally certify their annual earnings statements and reports. These are just a few of the reforms that add up to a stronger and healthier system of accountability." XO

Source: U.S. Department of Labor

Saving For A Lifetime

Choice, Confidence and Control for American Workers

The nature of retirement is changing and the needs of retirement are changing with it. As Americans live healthier and longer lives, more savings are needed to generate the retirement income necessary to ensure dignity and independence in retirement years.

With that in mind, in January 2002 President Bush asked U.S. Secretary of Labor Elaine L. Chao, U.S. Secretary of Commerce Don Evans, and U.S. Secretary of Treasury Paul O'Neill to lead the Task Force on Retirement Security and propose improvements to the pension system. In February 2002, the President announced a retirement security plan based on Task Force recommendations. The President's plan would give workers more choice to invest savings in ways tailored to them and their families, higher confidence in investment choices based on professional financial advice, and greater control over investments for all employees - literally from the top floor to the shop floor.

Specifically, the President's plan:

- Offers workers new freedom to diversify their retirement savings by providing opportunity to move 401(k) investments in employer stock to other investments;
- Furnishes workers with better information about their 401(k) accounts through quarterly benefit statements, including educational information about the value of diversification;

SECRETARY CHAO HOSTS SUMMIT ON RETIREMENT SAVINGS

"Ownership for all, security for all, personal independence - that is the purpose of this summit. It is the vision of my Administration. It is the promise of America, and we must fulfill that promise for all Americans." - President George W. Bush.

The U.S. Department of Labor, along with public and private sector partners, launched the Retirement Savings Education Campaign in 1995 to encourage all Americans to save for an independent and dignified retirement. In 1997, Congress enacted the Savings Are Vital to Everyone Retirement Act (SAVER Act) to advance public knowledge and understanding of the importance of retirement savings. The Act requires the U.S. Secretary of Labor to maintain a public outreach program and hold three bipartisan national retirement savings summits. The first summit was held in June 1998, and the second took place in February 2002. The final summit will be held in 2005.

The 2002 summit delegates included over 250 congressional and executive branch officials, representatives from state and local governments, as well as leaders in the retirement savings community. President Bush joined Secretary Chao in hosting and speaking at the event. Other featured speakers included U.S. Secretary of Commerce Don Evans, Federal Reserve Board Chairman Alan Greenspan, Senator Edward Kennedy, and Congressman John Boehner. The common goal of the 2002 summit delegates was to help prepare all Americans to retire with security and dignity. The summit challenged delegates to produce action plans promoting this goal and delivering the message to the various audiences who should hear it.

Acknowledging that what captures the attention of a 24-year-old is different from that which interests a 55-year-old, the summit was designed to tailor recommendations for communicating with each generation. "There is no question that Americans are world-class consumers. Our challenge is to make them better savers," said Secretary Chao. "We are asking the financial and demographic experts gathered at the Saver Summit to design generation-specific strategies that will promote individual savings throughout a person's lifetime." Accordingly, delegates looked at different methods of encouraging retirement security through savings, and proposed retirement action plans addressing the specific generational issues of the Millennial Generation (individuals born from 1982 to the present day), Generation X (born 1961-1981), Baby Boomers (born 1943-1960), and the Silent Generation (born 1925-1942).

"Today, retirement security is more than a matter of socking money away, although that is certainly the first step. We each need to be educated as to what is the best retirement savings strategy to meet our needs and how we can minimize risk, and increase our returns on investment. In addition, many workers currently need assurance that trustworthy advice and counsel is available to assist them in their decisions," said Secretary Chao.

The final report, *Saving for a Lifetime: Advancing Generational Prosperity*, is available online at **www.saversummit.dol.gov**, or by calling 1-866-275-7922. Check it out.

24 BEST COPY AVAILABLE

Source: U.S. Department of Labor

- Expands workers' access to professional investment advice;
- Provides workers with 30-day notice of upcoming blackout periods of their 401(k) plans when they are unable to make investment changes or take loans from their accounts; and
- Gives rank-and-file workers parity with management insiders so that insiders also cannot trade employer stock holdings during blackout periods.

The recently-enacted Public Company Accounting Reform and Investor Protection Act included the last two measures in the President's plan. President George W. Bush and Secretary Chao have called on the Senate to pass the additional proposals, which the House approved in April 2002. "With the growing awareness about and importance of retirement security, the American workforce deserves these common sense protections," said Secretary Chao.

The majority of U.S. businesses act responsibly in administering employee retirement plans, taking pride in the fact that their workers retire securely and acknowledging that it is good business to hire and retain workers through attractive, secure retirement benefits. Nevertheless, high-profile corporate scandals have provoked a crisis of confidence among many hard-working Americans.

One of the keys to restoring confidence and reducing risk is to give workers more freedom, not less, and offer more choices in managing retirement funds. That is why the President's plan gives workers the right to sell company stock contributed by employers to their 401(k) plan after a maximum three-year period.

FOCUS ON RETIREMENT SECURITY FOR WOMEN

It is no secret that a disproportionate number of the elderly poor are women. Among these, poverty is highest among widows, divorcees, and women who have never been married. The President's Social Security Commission recommended benefit increases for widows of up to 75 percent of the couple's total benefits. It also recommended new property rights for many divorced women, who under current law have no right to Social Security benefits based on their husband's earnings if they were married for less than 10 years. Most importantly, unlike many plans to offer women additional benefits through Social Security, the Commission's proposals would ensure that these promises are kept through an actuarially sound Social Security System.

The 2001 tax law amendments also instituted "catch up" contributions to 401(k) plans for all workers aged 50 and older. These workers can make additional annual contributions to their accounts — $1,000 this year and rising to $5,000 in 2006. These contributions are particularly important to working women who may have smaller accounts, reflecting lower earnings or a break from the workforce earlier in their careers.

But freedom of choice cannot ensure retirement security all by itself. Workers must also have confidence in the decisions they make, and that comes from receiving reliable and accurate financial information. "One of the biggest challenges for Americans is finding reliable investment advice, considering that some 16 million people have self-directed contribution plans, with many uncertain on how to manage them," says Secretary Chao. For this reason, the President's plan encourages employers to give workers access to professional financial assistance. Furthermore, the President has called for quarterly benefit statements with information about a worker's retirement account, including a reminder of the importance of a diversified investment portfolio.

Finally, people need control over their retirement savings regardless of whether they are senior executives or rank-and-file workers. They need ample opportunity to make investment changes before a blackout period is imposed. Workers must be guaranteed that owners and senior management will adhere to the highest standards of conduct, and act prudently and solely in employee interests during blackout periods. And workers must be assured that everyone, from the CEO on down, abides by the same set of restrictions. The President's plan achieves this by requiring that workers be notified 30 days before a blackout period, and restricts corporate insiders from making company stock transactions during that time.

Taken together, these measures give workers the choice, confidence, and control needed to encourage and protect savings - the choice to make their own decisions; the confidence that comes from good information; and the level playing field for control over retirement savings.

The stakes are high. "I am particularly concerned about what is happening with corporations because the Department of Labor has the responsibility of protecting worker pensions. When companies go belly-up or when they encounter financial difficulties and worker's pensions are endangered, I am concerned. The billions of dollars saved in worker pensions are not just statistics. They represent the hopes and aspirations of millions of Americans for a decent retirement," says Secretary Chao.

Did you know?

STOCK OPTIONS AND RELATED STOCK PURCHASE PLANS ARE AVAILABLE TO LESS THAN 10 PERCENT OF THE WORKFORCE.

LABOR DEPARTMENT LAUNCHES TOLL-FREE NUMBER FOR RETIREMENT AND HEALTH QUESTIONS

U.S. Secretary of Labor Elaine L. Chao recently announced the activation of a new toll-free participant assistance number, 1-866-275-7922, to make it easier for workers and employers to get help with questions regarding their retirement and health benefit plans. "Our goal is to protect the retirement and health benefits of all hard-working Americans," said Secretary Chao. "Assisting workers and employers by answering their questions about their benefit plans and providing information about the federal benefits laws is vital to building confidence in America's private benefit system."

Callers are automatically linked to the Department's Pension and Welfare Benefits Administration (PWBA) regional office serving the geographic area from which they are calling. Benefits advisers are available to respond to questions, assist workers in understanding rights or obtaining benefits, and assist employers in meeting their obligations under the law. The toll-free number is equipped to accommodate English, Spanish and Mandarin-speaking individuals.

Callers may request PWBA publications through the assistance number. Some of the publications available free of charge include:

- *Pension and Health Care Coverage - Questions and Answers for Dislocated Workers;*
- *Protect Your Pension: What You Should Know About Your Pension Rights;*
- *Health Benefits Under COBRA and Your Employer's Bankruptcy - How Will It Affect Your Employee Benefits?;*
- *Job Loss - Important Information Workers Need To Know To Protect Their Health Coverage.*

Many PWBA publications are available in Spanish. All publications are accessible online at **www.dol.gov/dol/pwba**. Check it out.

Cool Look At A Hot Topic

REACHING OUT WITH COMPLIANCE ASSISTANCE

Source: U.S. Department of Labor

"Some people have suggested we are easing enforcement in favor of compliance. They are dead wrong. Instead, we recognize a critical fact of the 21st century economy: Compliance assistance is a tool in the toolbox of enforcement strategy. In other words, compliance assistance is not an alternative to enforcement; it is a means toward more effective enforcement."

– U.S. Secretary of Labor Elaine L. Chao.

"Compliance assistance" is a term used to describe guidance provided by a government agency on how to fulfill the requirements of its laws and regulations. The Department of Labor is committed to providing its customers - America's employers, workers, job seekers and retirees - with free, clear and easy to access compliance assistance on federal employment laws.

In June, 2002, U.S. Secretary of Labor Elaine L. Chao announced a major new initiative to help employers better understand and meet their responsibilities to protect workers under the nation's labor laws and regulations. The new policy provides small businesses with knowledge and tools to help them achieve compliance with federal regulations and laws. "We are going to help make sense of the regulatory jungle that small-business owners have to comply with, because that is the best way to make workers protections work," said Secretary Chao. "There is a new culture of responsibility being built at the Department of Labor - a responsibility for us to help business owners understand our exhaustive list of regulations."

As part of the plan, Secretary Chao announced a new, permanent senior position at the Department of Labor - a Director of Compliance Assistance. This director will ensure that the Department's

(cont.)

BROWSE BY AGENCY FOR COMPLIANCE ASSISTANCE

The Department of Labor has also established a guide to all compliance tools at the DOL online at **www.dol.gov/sbcomplianceassistance/BrowseByAgency.asp.** For compliance questions relevant to a particular DOL agency, use the following keyword index for immediate access to assistance available to you.

ARB	Administrative Review Board
BLS	Bureau of Labor Statistics
BRB	Benefits Review Board
ECAB	Employees' Compensation Appeals Board
ESA	Employment Standards Administration
ETA	Employment and Training Administration
ILAB	Bureau of International Labor Affairs
MSHA	Mine Safety and Health Administration
OALJ	Office of Administrative Law Judges
OASAM	Office of Asst. Sec. for Administration & Management
OCIO	Office of the Chief Information Officer
OFCCP	Office of Federal Contract Compliance Programs
OIG	Office of the Inspector General
OSBP	Office of Small Business Programs
OSHA	Occupational Safety and Health Administration
PWBA	Pension and Welfare Benefits Administration
VETS	Office of Asst. Sec. for Veterans Employment & Training
WB	Women's Bureau

BEST COPY AVAILABLE

AT YOUR SERVICE: NEW DOL COMPLIANCE TOOLS AT YOUR FINGERTIPS

The following are links to a variety of compliance assistance tools developed by the U.S. Department of Labor to help employers and employees prevent employment law violations. These tools are general in nature, and are a good starting point for those who are unfamiliar with the Department's laws and regulations, but want to find out which ones apply to their business or workers. They are particularly useful for small and/or new businesses.

- **Elaws Advisors** - A web-based, interactive system that provides easy to understand, tailored information about federal employment laws and safety and health standards using a question and answer format - **www.dol.gov/elaw**

- **National Call Center** - A toll-free, universal access point of reference that provides callers with general information and promptly relays detailed inquiries to the proper Department of Labor office - **www.dol.gov/dol/contact/contact-phonecallcenter**.

Main Call Center Number: **1-866-4-USA-DOL**
Employment and Training Questions: **1-877-US-2JOBS**
Wage and Hour Questions: **1-866-4-US-WAGE**
Workplace Safety and Health Questions: **1-800-321-OSHA**
Federal Employees' Compensation Questions: **1-866-999-3322**
TYY Number for all DOL Questions: **1-877-889-5627**

- **Small Business Compliance Assistance** - Compliance assistance issues for small businesses and links to DOL tools and initiatives designed specifically for small businesses - **www.dol.gov/osbp/sbrefa**

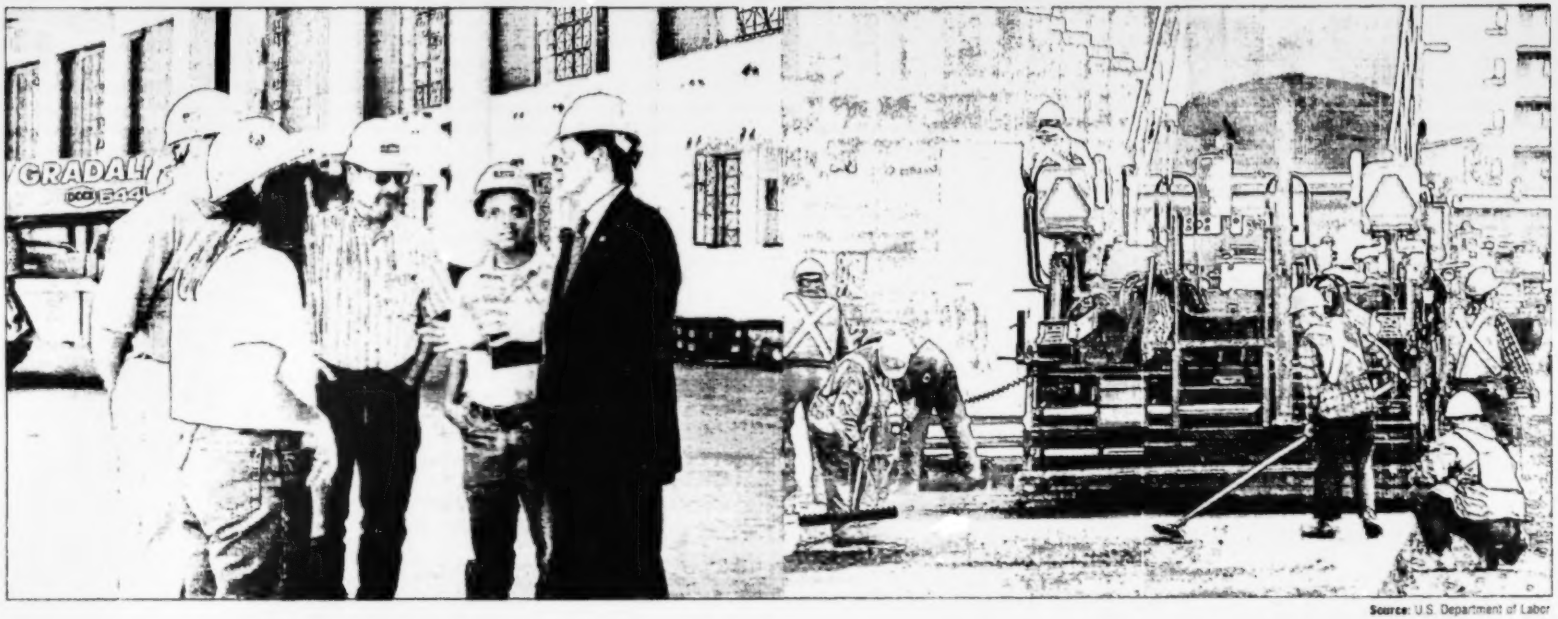
- **Small Business Compliance Assistance Information Inventory** - List of compliance assistance documents, publications and printed information published by various DOL agencies. Users can browse by agency or topic. Or search by term, agency and/or title - **www.dol.gov/osbp/regs/compliance/matrix_main**

- **Workplace Poster Advisor** - Helps employers determine which workplace posters they must display. Users can also download and print posters directly from the Advisor - **www.dol.gov/elaws/posters**

- **Major Laws & Regulations Enforced by the Department of Labor** - Access to compliance assistance on more than 20 DOL laws and regulations - **www.dol.gov/do./compliance/compliance-majorlaw**

- **Employment Law Guide** - Requirements of major Department of Labor laws and help for employers in determining which requirements apply to their businesses or workers - **www.dol.gov/asp/programs/handbook/contents**

- **Rulemaking** - Links to information about plans for rulemaking and any rulemakings currently underway at the Department of Labor - **www.dol.gov/dol/compliance/compliance-rulemaking**



Source: U.S. Department of Labor

agencies are doing all they can to help employers comply with regulations. A toll-free information line, 1 866-4-USA-DOL will provide clear answers to questions about laws dealing with pay and leave, workplace safety, health and pension benefits, and veterans' reemployment rights. Department staff will also conduct workshops throughout the country to educate workers and employers as to their rights and obligations under the law.

The primary focus of the new policy is on small business. Large companies are more likely to have in-house attorneys, human resources specialists, and accountants to track and ensure compliance with laws and regulations, but small-business owners often cannot afford such expertise and are left with the daunting responsibility of knowing and complying with thousands of pages of regulations. "The government ought to provide small businesses with the knowledge and tools to help people comply with its regulations. It is an idea whose time has come," said Secretary Chao. XXI

BEST COPY AVAILABLE

JOBFEST DC ROCKS WASHINGTON

Source: U.S. Department of Labor

Source: U.S. Department of Labor

On July 17, 2002, the Office of the 21st Century Workforce sponsored JobFest DC, a job and skills fair at the Washington Convention Center to help put the national capital region back to work. Cosponsored by the District of Columbia's Department of Employment Services, the Public Forum Institute, the U.S. Navy, and WashingtonPost.com, the goal was to provide jobseekers with a one-stop opportunity to garner available local jobs and pursue job training.

The response exceeded all expectations. JobFest DC attracted a record-breaking 18,000 attendees and 343 exhibitors offering more than 15,000 jobs. This was the third job fair sponsored by the U.S. Department of Labor, and the first to offer free child care services to attendees. JobFest DC was a case study in effective

Did you know?

About half of temporary workers appreciate the flexibility of temporary work, and about half would prefer to have a permanent job.

local outreach, with notices featured on Washington Metro bus and train systems, as well as posted in federal government offices, city libraries, grocery stores, theaters, universities, pharmacies and convenience stores. Materials were also included in local mailings to those receiving unemployment benefits, and forwarded via e-mail to 5,300 D.C.-area companies and 105,000 regional jobseekers. The JobFest DC agenda included a widely covered press conference featuring Washington D.C. Mayor Anthony Williams, Rear Admiral Chris Weaver of the Naval District of Washington, and DOL Assistant Secretary for Employment and Training Emily DeRocco. XOI

Did you know?

The average person in the United States holds around nine jobs from age 18 to 34.

NEED A JOB? 1,800 PLACES TO FIND HELP

U.S. Department of Labor job fairs may not be an everyday event, but the services of 1,800 One Stop Career Centers nationwide are there for the asking all year long. What can they do for jobseekers? Keep reading.

What services are available to help me get back to work?

All workers have access to core services, including obtaining information on unemployment insurance, pension benefits and health insurance coverage, job search assistance, job referral, local area job openings, resume assistance, and job training. If the core services do not produce results, you may be eligible for one-on-one assistance, group career workshops and other assistance such as skills assessments, resume writing classes, help in planning how to get back to work, stress and financial management workshops, and individual job counseling.

Some services for dislocated workers have eligibility requirements. Am I a dislocated worker?

You may be a dislocated worker if you have been permanently laid off, or you have received a notice of layoff from employment. Among those who this program serves are workers with outdated skills, those who have lost their jobs due to import competition or shift in production outside this country, farmers who have lost their farm, self-employed individuals who are unemployed as a result of economic conditions in the area, and workers who have been dislocated by a mass layoff and/or closure.

Where can I go for help?

The best place to start is with your local One Stop Career Center. You can also contact your State Dislocated Workers Unit for information on specific services in your area or call 1 877-US-2JOBS for additional information regarding services and access points in your state or local area. Services are designed to meet local needs and may vary from state to state. The Department of Labor, in partnership with the various states, is continually improving the workforce system to better serve you. Some locations may have different services from those described here.

HELP FINDING HELP
LABOR DEPARTMENT AND HOME DEPOT
PARTNERSHIP FOR JOBS

Did you know?

THE UNEMPLOYMENT RATE FOR WORKERS WHO DROP OUT OF HIGH SCHOOL IS NEARLY FOUR TIMES THE RATE FOR COLLEGE GRADUATES.

Source: U.S. Department of Labor

Did you know?

COLLEGE GRADUATES AGE 25 AND OVER EARN NEARLY TWICE AS MUCH AS WORKERS WHO STOPPED WITH A HIGH SCHOOL DIPLOMA.

U.S. Secretary of Labor Elaine L. Chao and Home Depot CEO Robert Nardelli recently launched *Partnership for Jobs* to use the network of the workforce investment system and One Stop Career Centers to recruit workers for well-paying jobs with Home Depot, the country's largest chain of do-it-yourself home improvement megastores. "The President and I are committed to helping America's displaced workers get back to work," said Secretary Chao. "Our new partnership with Home Depot will enable workers to access greater employment opportunities and brighter futures."

Under the partnership, Home Depot's human resources managers in stores across the country will use the 1,800 One Stop Career Centers located in local communities to help fill 40,000 new jobs that Home Depot will have available over the next year in more than 1,300 U.S. stores, and the 120,000 new positions it expects to have when the company embarks on an upcoming four-year expansion. The One Stop Career Centers will recruit, screen and refer job applicants to Home Depot Stores, and Home Depot will work with the Centers to place workers in jobs ranging from entry-level lot attendants to managers. The average pay of a Home Depot worker is $11.40 an hour, with entry-level pay at $8 an hour. The minimum wage is $5.15 per hour. Most Home Depot stores employ a combination of full- and part-time workers, ranging from 60 percent full-time to 40 percent full-time. Both full- and part-time workers at Home Depot are offered health benefits, and about five percent of the total workforce are former welfare recipients.

One Stop Career Centers are operated by states and local agencies and funded by the U.S. Department of Labor. The Centers bring together training, education and employment programs into a unified customer-friendly location. The workforce system is designed with a strong local focus because most hiring happens at the local level.

The Labor Department's Employment and Training Administration is seeking to establish more *Partnerships for Jobs* with large, multi-state employers. Employers who become National Hiring Partners benefit from connecting to DOL's sophisticated national workforce system by reducing their recruiting costs, expanding access to qualified workers, leveraging company personnel resources, and securing access to employment and training resources.

For more information, visit the new *Partnership for Jobs* website at **www.nbpjobs.org.** EOE

BEST COPY AVAILABLE

Information Please

E-Government Connects to Benefits Maze

Source: U.S. Department of Labor

The U.S. Department of Labor and the Office of Management and Budget recently announced expansion of www.GovBenefits.gov, a website designed to help people find government benefits relevant to their personal needs. Launched in April 2002, GovBenefits now includes over 130 federal benefit programs representing 1.2 trillion in annual benefit dollars. New federal programs are added monthly. Plans to expand GovBenefits.gov to include state and local benefit programs, as well as an online application for benefits, are in progress.

Several new features have also been added to the website to enhance the user experience and make finding benefits even easier. With a simple online screening tool that asks basic questions about income, marital or employment status, and family size, GovBenefits helps citizens access information about government benefits relevant to their situation. Once informed, they may more quickly and easily apply for and receive benefits from the federal agency responsible for their administration.

The GovBenefits home page has expanded to include a section highlighting timely news about specific benefit programs. Visitors to the website can now choose to see a full list of benefits by category.

BEST COPY AVAILABLE

GovBenefits.gov
Your Benefits Connection

GovBenefits is one of 24 initiatives comprising President George W. Bush's E-Government Initiative, a key component of the President's Management Agenda. The project is a collaborative effort of 10 federal agencies including the Departments of Labor (the managing partner), Agriculture, Education, Energy, Health and Human Services, Housing and Urban Development, State, Veterans Affairs, the Federal Emergency Management Agency, and Social Security Administration.

EVERYTHING YOU WANTED TO KNOW ABOUT GOVBENEFITS—AND WERE NOT AFRAID TO ASK

What is www.GovBenefits.gov?

GovBenefits is a website designed to help you find government benefits that you may be eligible to receive. GovBenefits does not offer application services for benefits and cannot guarantee eligibility for specific programs. In addition, GovBenefits is not designed to be a comprehensive listing of all assistance programs for which someone is eligible. Its purpose is to give you a list of benefits which you may be eligible to receive, and then to provide information about how to apply for those programs.

What benefits will GovBenefits screen for?

Currently, GovBenefits offers information on more than 100 benefits programs administered by a variety of federal agencies. This list of included programs will be expanding regularly in an effort to provide a complete picture of the government benefits that you may be eligible to receive.

How much time will it take to answer all the questions?

Depending on your personal situation, please allow 5 to 15 minutes to answer all the questions. The more benefits you may be eligible to receive, the more questions you are likely to be asked.

What types of questions will GovBenefits ask?

GovBenefits will ask several broad questions about your personal situation. These questions will become more specific as the system narrows the list of possible benefits you may be eligible to receive. These questions are simple and written in plain language. You will not need to do any research or think very long before answering. GovBenefits is also completely confidential and will not ask any information that could be used to identify you (i.e. name, address, phone number, Social Security number, etc.)

Do I have to answer all the questions?

GovBenefits recommends that you answer all of the questions. Answering all the questions increases the accuracy of the assessment of your eligibility for government benefits.

What if I am looking for a specific benefits program?

If you would like to learn more about a specific benefits program, the easiest way to find that information is to use the search feature. Simply type in the program name or keywords, and the system will return a list of all the GovBenefits programs that apply to your search criteria. The search engine does not address whether you might be eligible to receive benefit programs. To find a list of programs that you may be eligible to receive, you must complete the GovBenefits screening process that begins on the Home Page.

What if I am helping someone else?

If you are answering these questions on behalf of someone else (including a child), the term "you" applies to that person. Answer the questions as they apply to the person you are helping. You can use GovBenefits many different times for different people. Simply go back to the homepage and start over.

What if I want to apply for a benefits program?

After GovBenefits helps you locate a benefits program you would like to apply for, refer to the contact information provided for each program to determine the next step.

How often should I use GovBenefits?

GovBenefits is free, so try it as often as you like. We recommend that you visit GovBenefits as time passes or after major life events. New program eligibility criteria, entirely new programs, and/or your own life changes might result in your potential eligibility for benefits that you might otherwise have missed.

BEST COPY AVAILABLE

BEST COPY AVAILABLE

WOMEN ENTREPRENEURSHIP TAKES OFF

"When it comes to entrepreneurship and job creation, ours is an increasingly woman's world." – President George W. Bush.

"The message is clear: Small business generates two-thirds of all new jobs in the United States, so it makes sense to focus on entrepreneurship and the bright, accomplished, and hard-working women who are such an important part of it. Women entrepreneurs are second to none and willing to compete in any arena. It is vital for government at all levels to promote policies and programs offering every opportunity for continuing success."

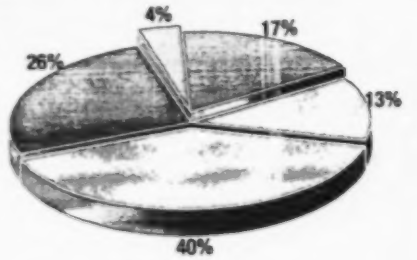
– U.S. Secretary of Labor Elaine L. Chao

The power, optimism, and influence of women were all part of an exciting experience at the Women Entrepreneurship in the 21st Century conference on March 18-19, 2002. More than 1,200 women entrepreneurs from across the nation convened in Washington, D.C. for an unprecedented two-day event hosted by the U.S. Department of Labor, the Public Forum Institute, U.S. Small Business Administration (SBA), and the White House Office of Public Liaison. Hundreds of others were able to attend via satellite in Bangor, Maine; St. Louis, Missouri; Little Rock, Arkansas; and Orlando, Florida.

It was a full program. Conference delegates participated in workshops, panel discussions and interactive voting sessions, and heard presentations from featured speakers including President George W. Bush, U.S. Secretary of Labor Elaine L. Chao, U.S. Secretary of Agriculture Ann Veneman, U.S. Treasury Secretary Paul O'Neill, SBA Administrator Hector Barreto, and members of Congress.

The conference timing could not have been better. The growth of women entrepreneurs in the United States has been substantial in recent years, with 6.2

WHAT ISSUES DO YOU BELIEVE THE U.S. CONGRESS SHOULD IMMEDIATELY ADDRESS TO HELP WOMEN ENTREPRENEURS?



More procurement opportunities for women entrepreneurs	40%
Increasing access to capital	26%
Health care reform/ affordable health insurance	17%
Tax relief/reform	13%
Regulatory reform/modernization	4%

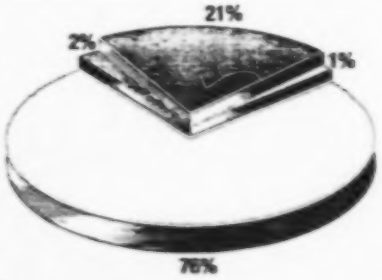
Source: U.S. Department of Labor

Source: U.S. Department of Labor

WHAT WOULD YOU SAY IS THE MOST IMPORTANT ISSUE FACING YOU AS A SMALL BUSINESS OWNER?

Access to capital	25%
Health insurance costs	24%
Workforce recruitment & retention	14%
Taxes	13%
Regulatory burden	10%
Current state of the economy	7%
Competitive business environment	6%

WHAT IS THE BIGGEST OBSTACLE YOU FACE IN PROVIDING HEALTH BENEFITS TO YOUR EMPLOYEES?



Cost	76%
Lack of purchasing power/negotiating ability	21%
Federal and state coverage mandates	2%
Administrative and regulatory burdens	1%

million firms employing 9.2 million people and generating sales of $1.15 trillion. But women entrepreneurs are affecting far more than how business gets done in the United States. They are shaping and redefining the workplace, the nation's business networks, financial institutions, and our culture. Perhaps most of all, women entrepreneurs are deeply influencing how the business community, public officials, and the media perceive and respond to women.

Women business owners are concerned about roadblocks to growth, long-term viability and financial health. Accordingly, the conference agenda and workshops were tailored to help women navigate the ever-changing business climate and prepare for the future. Workshops focused on access to capital, trade, affordable health care, understanding the tax code, access to government procurement, gaining media exposure, trends in technology, retirement security, and achieving a satisfying work/life balance. The sessions were also supplemented by the use of eForum real-time participant surveys with instantaneous results displayed for all attendees. This gave conference organizers and speakers feedback on pressing issues, as well as opportunity to express concerns about the business climate in which women entrepreneurs operate. [see charts].

The conference also gave women entrepreneurs the opportunity to voice concerns about issues affecting their businesses and hear from leaders in govern-

BEST COPY AVAILABLE

UP FROM GROUND ZERO: NEW YORK WOMEN ENTREPRENEURS SHOW THEIR SPIRIT

Special guests at the Women Entrepreneurship in the 21st Century conference included a delegation of women small business owners impacted by the September 11 attacks on the World Trade Center in New York. The women are part of the American Women's Economic Development Corporation (AWED). "These women are true representatives of all that is great about American society. In the face of disaster, they volunteered their time and effort to rebuild their communities. They recognize that it is our duty as Americans to foster growth in our businesses," said U.S. Secretary of Labor Elaine L. Chao.

The entrepreneurs fell into four categories:

- Women doing business at or immediately around Ground Zero - for example, a woman from South America whose insurance brokerage business covered many of the Hispanic service workers who worked in the World Trade Center. She lost over 60 clients in the attacks;
- Women whose businesses were dramatically impacted by the World Trade Center attacks (i.e. a significant percentage of client-base affected), but whose offices are located elsewhere in the New York area;
- Volunteer businesswomen who, upon being called by AWED, came to the immediate assistance of businesses in Lower Manhattan and continued to provide counseling since September 11; and
- Women business owners who sustained growth rates rising out of the ashes of the attack, exemplifying the resilience of America, of women and of the entrepreneurial spirit.

Since its inception, AWED has served over 100,000 women through formal course instruction, one-on-one business counseling, seminars, networking events and peer group support. The goal is to increase the startup, survival and expansion rates of woman-owned small businesses through a pool of talented, successful and dedicated volunteer executives who provide high quality business training, counseling and support to aspiring women business owners.

To view a complete webcast replay of the conference, visit **www.women-21.com.** The webcast is also available on the compact disc included with this issue of XXI. Other resources include the DOL Women's Bureau webpage at **www.dol.gov/wb-e-news2.htm.**

Source: U.S. Department of Labor

ment and the private sector regarding initiatives to help them do what they do best: innovate, create jobs, and contribute to the strength of the American economy. Perhaps most of all, the Conference provided an excellent opportunity for women entrepreneurs to network with other professionals and share their outlook with key policymakers on the real world of women in the workplace today. XXI

Did you know?

ABOUT 60 PERCENT OF ALL WOMEN ARE IN THE LABOR FORCE, COMPARED WITH NEARLY 75 PERCENT OF ALL MEN. *(The participant rate is the share of the population age 16 years and older working or seeking work.)*

BEST COPY AVAILABLE

BEST COPY AVAILABLE

Taking A Seat At The Table

Source: U.S. Department of Labor

President's Council on the 21st Century Workforce Gets Down To Business

"I am very excited to work with such a talented group of individuals in providing the President critical information and advice that will be a catalyst for positive change in our workforce. I am sure the Council is eager to identify where governments needs to get out of the way of change and to develop strategies for effectively addressing workforce issues."

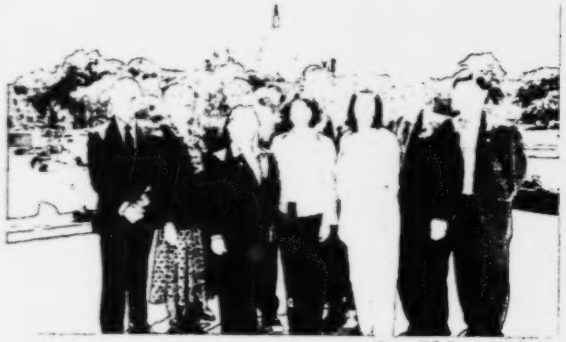
– U.S. Secretary of Labor Elaine L. Chao

On March 28, 2002, President George W. Bush appointed thirteen members to the President's Council on the 21st Century Workforce. The Council will provide information and advice to the President through the Secretary of Labor, the Office of the 21st Century Workforce within the Department of Labor, and other appropriate federal officials on issues affecting the 21st century workforce. These activities shall include:

- Assessing the effects of rapid technological changes, demographic trends, globalization, changes in work processes, and the need for new and enhanced skills for workers, employers and other related sectors of society;
- Examining current and alternative approaches to assisting workers and employers in adjusting to and benefiting from such changes, including opportunities for workplace education, retraining, access to assistive technologies and workplace supports, and skills upgrading;
- Identifying impediments to the adjustment to such changes by workers and employers and recommending approaches and policies that could remove those impediments;
- Assisting the Office of the 21st Century Workforce in reviewing programs carried out by the Department of Labor and identifying changes to such programs that would streamline and update their effectiveness in meeting the needs of the workforce; and
- Analyzing such additional issues relating to the workforce and making such reports as the President and the Secretary of Labor may request.

President's Council on the 21st Century Workforce

- Hon. Elaine L. Chao, U.S. Secretary of Labor, Chairperson, *ex officio;*
- Hon. Kay Coles James, Director, Office of Personnel Management, *ex officio;*
- Douglas Banes, General Vice President, United Brotherhood of Carpenters and Joiners;
- James P. Hoffa, General President, International Brotherhood of Teamsters;
- Jeffrey L. Bleustein, Chief Executive Officer, Harley-Davidson, Inc.
- Anna Cablik, President, ANATEK, Inc.;
- Anna Escobedo Cabral, Chief Executive Officer, Hispanic Association on Corporate Responsibility;
- Tom Donohue, President and Chief Executive Officer, United States Chamber of Commerce;
- James Glassman, Resident Fellow, American Enterprise Institute
- Lowell M. Guthrie, Founder, Chairman and Chief Executive Officer, Trace Die Cast, Inc.
- Hon. Joseph Scarborough, former Member of Congress;
- David S. L. Lee, Chairman, eOn Communications Corporation, Cortelco, and Cidco Communications;
- James Gwartney, Professor of Economics, Florida State University;
- Patricia Herbold, Attorney-at-Law
- Demaris H. Miller, U.S. Office of Personnel Management

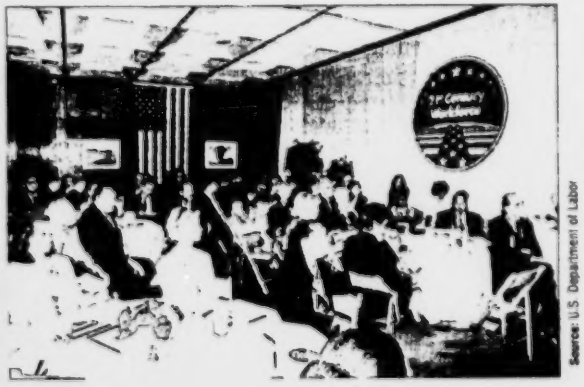


Source: U.S. Department of Labor

The President's Executive Order also provides that committees of the Council may be established to provide information and advice to the Council. The three committees are the Committee on Skills Gap in the Workforce, the Committee on Changing Demographics in the Workforce, and the Committee on Workplace Issues. U.S. Secretary of Labor Elaine L. Chao, acting as Chairperson of the Council, appointed the members of each committee as follows.

Committee on Changing Demographics in the Workforce

- Jeffrey L. Bleustein, Chairman and Chief Executive Officer, Harley-Davidson, Inc.
- Jeff Ballabon, Vice President, Public Policy, PRIMEDIA, Inc.
- Margaret T. Clark, Professor Emeritus, Villanova University
- J. Lynne DeMary, Superintendent of Public Instruction, Virginia Department of Education
- Norma Hagenow, President and Chief Executive Officer, Genesys Health System
- Mufi Hannemann, Chief Executive Officer, Hannemann Consultants
- George Herrera, President and Chief Executive Officer, Hispanic Chamber of Commerce
- Phyllis Hill Slater, President and Owner, Hill Slater, Incorporated
- James Loy, Commandant, United States Coast Guard
- Mary B. Maguire, Consultant
- Alma Morales-Riojas, President and Chief Executive Officer, MANA, A National Latina Organization



Source: U.S. Department of Labor

- Andrew Stern, President, Service Employees International Union
- Charles Wang, Director, Child Care Development Fund
- John Wilhelm, President, Hotel Employees and Restaurant Employees Union

Committee on Skills Gap in the Workforce

- Anna Cablik, President, ANATEK, Inc.
- Renee Amoore, President and Founder, Amoore Group
- Mike Armstrong, Chairman and Chief Executive Officer, AT&T
- George Boggs, President, American Association of Community Colleges
- Joan Kawada Chan, President, Integrated Solutions for Business and Government, Inc.
- John J. Clark, Professor Emeritus, Drexel University
- Lynn Fischer, President, Hospitality Television
- Frank Hanley, President, International Union of Operating Engineers
- Joe Hunt, President, International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers
- Heo-Peh Lee, President, Shie Jie Enetrprises
- Rosabeth Moss Kanter, Professor of Business Administration, Harvard Business School
- James P. Kelly, Chairman Emeritus, United Parcel Service
- Lee Miller, President and Chief Executive Officer, Georgia Committee on Employment of People with Disabilities
- H. Patrick Swygert, President, Howard University
- Nancy Fugate Woods, Dean, School of Nursing, University of Washington

Committee on Workplace Issues

- Anna Escobedo Cabral, President, Hispanic Association on Corporate Responsibility
- Susan Au Allen, President, U.S. Pan Asian American Chamber of Commerce
- Frank Baxter, Chairman Emeritus, Jefferies & Company
- Margo H. Briggs, Executive Vice President and Chief Operating Officer, DTM Corporation
- Mark Cowan, Partner, Patton Boggs, LLP
- David S. Fortney, Shareholder, Fortney & Scott, LLC
- Roxana Jordan, President, Hispanic Council on International Relations
- Susan Meisinger, President, Society for Human Resource Management
- Terry Neese, President, Women Impacting Public Policy
- James Pasco, Executive Director, Fraternal Order of Police
- Nancy M. Pfotenhauer, President, Independent Women's Forum
- Mike Sacco, President, Seafarers International Union
- Jeff Taylor, Chairman, Monster.com
- John Vaughn, President, Vaughn Consulting

In creating the Council and Committees, President Bush challenged the Department of Labor to identify opportunities for workers, keep up with changes in the workforce and the economy, and help workers, employers, and unions work together to ensure jobs for all Americans. In their first meeting on June 18, 2002 at the U.S. Department of Labor, the Council and Committees commenced work on achieving that goal. A second meeting will take place in Washington, D.C. in November.

BEST COPY AVAILABLE

Department of Labor

KEY CONTACTS

Secretary	Elaine L. Chao	202-693-6000
Deputy Secretary	D. Cameron Findlay	202-693-6002
Chief of Staff	Steven J. Law	202-693-6000
Solicitor of Labor	Eugene Scalia	202-693-5260
Counselor	Andrew Siff	202-693-6000
Assistant Secretary, Policy	Christopher Spear	202-693-6151
Assistant Secretary, Congressional and Intergovernmental Affairs	Kristine Iverson	202-693-4601
Assistant Secretary, Public Affairs	Kathleen Harrington	202-693-4676
Assistant Secretary, Administration & Management	Patrick Pizzella	202-693-4040
Assistant Secretary, Disability Employment Policy	Roy Grizzard	202-693-7880
Assistant Secretary, Employment Standards Administration	Victoria Lipnic	202-693-0200
Assistant Secretary, Employment & Training Administration	Emily Stover DeRocco	202-693-2700
Assistant Secretary, Mine Safety & Health Administration	David D. Lauriski	202-693-9899
Assistant Secretary, Occupational Safety & Health Administration	John L. Henshaw	202-693-2000
Assistant Secretary, Pension & Welfare Benefits Administration	Ann L. Combs	202-693-8300
Assistant Secretary, Veterans' Employment & Training Service	Frederico Juarbe, Jr	202-693-4700
Deputy Under Secretary, Bureau of International Labor Affairs	Thomas B. Moorhead	202-693-4770
Commissioner, Bureau of Labor Statistics	Kathleen Utgoff	202-691-7800
Executive Director, Pension Benefit Guaranty Corporation	Steven A. Kandarian	202-326-4010
Director, Women's Bureau	Shinae Chun	202-693-6710
Director, Office of the 21st Century Workforce	Shelley S. Hymes	202-693-6490
Director, Office of Faith-Based & Community Initiatives	Brent R. Orrell	202-693-6451

XXI Magazine

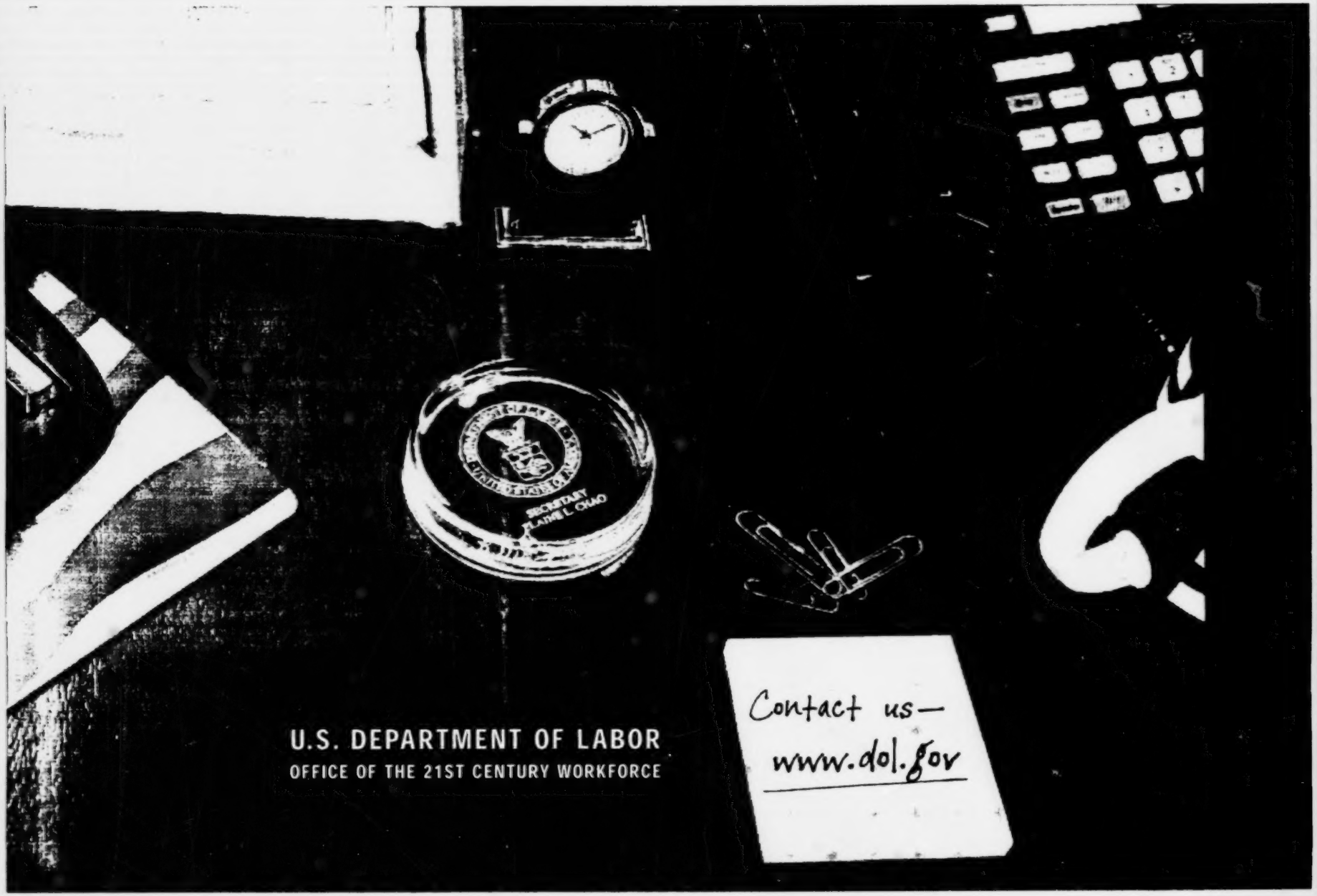
OFFICE OF THE 21ST CENTURY WORKFORCE
U.S. DEPARTMENT OF LABOR
200 CONSTITUTION AVENUE, N.W.
WASHINGTON, D.C. 20210
202-693-6490

Shelley S. Hymes, *Director*
Alan R. Severson, *Senior Counsel/Editor*

Editorial Staff
Melanie A. Baker, *Staff Assistant*
Ashley M. Barnes, *Staff Assistant*
George W. Fondren, *Special Assistant*
Russell G. Harris, *Senior Advisor for Human Resources*
Melissa D. Naudin, *Special Assistant*

Research Assistants
Dominic E. Draye
Joseph C. Folio, III
Stephanie Gong
J. Curtis McCubbin
Benjamin Spohn
Bradley Sullivan

Publisher/Graphic Design
PFI
WWW.PFIDC.COM


SECRETARY
LAINE L. CHAO
U.S. DEPARTMENT OF LABOR
OFFICE OF THE 21ST CENTURY WORKFORCE
Contact us—
www.dol.gov

U.S. Department of Education
Office of Educational Research and Improvement (OERI)
National Library of Education (NLE)
Educational Resources Information Center (ERIC)

NOTICE

Reproduction Basis

	This document is covered by a signed "Reproduction Release (Blanket)" form (on file within the ERIC system), encompassing all or classes of documents from its source organization and, therefore, does not require a "Specific Document" Release form.
X	This document is Federally-funded, or carries its own permission to reproduce, or is otherwise in the public domain and, therefore, may be reproduced by ERIC without a signed Reproduction Release form (either "Specific Document" or "Blanket").